

JUNAID v DEPT of ARMY
ARCCAD09JUL02824
EEO Investigation Case File

Interview for the Chief of the Industrial Engineering Division.

This interview along with your resume will be taken into consideration for the selection.

Four questions. 20 minutes to answer them.

I will ask the question once and will repeat the question if you request me to.

- QUESTION* → 1. Describe a project you have led which had a major impact on the mission of the organization (CCAD)
- WHAT AM I DOING IN THE INTERVIEW* → Looking here for ownership and pride, good work ethic, a successful project of significance, recognition from others, the ability to think quickly, and an understanding of CCAD's missions.
2. Describe a significant project you have worked on which required coordination across a variety of different areas.

Looking here to see if the candidate even understands the concept of coordination across a lot of functional players, project of depth/breadth.

3. Describe a team effort where the team you were a member of was faced with adversity. Explain how the adversity was overcome and the results of the team effort.

The secret word here is team. Looking for how adversity was overcome as a group, not individual accomplishment. Looking for "seeking first to understand" and valuing others' experience and expertise (diversity).

4. What leadership skills do you possess and how are you developing them further?

Looking for knowledge of leadership, candid (not overconfident) self-evaluation, self-initiative/responsibility, pursuit of knowledge, willingness to grow (sharpen the saw).

Thank you for your time

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EXHIBIT K

JUNAID v DEPT of ARMY
ARCCAD08JUN0824
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Interview for the Chief of the Industrial Engineering Division.

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Four questions. 20 minutes to answer them.

I will ask the question once and will repeat the question if you request me to.

1. Describe a project you have led which had a major impact on the mission of the organization (CCAD)
Looking here for ownership and pride, good work ethic, a successful project of significance, recognition from others, the ability to think quickly, and an understanding of CCAD's missions. *ENCLAVE (+) NO EDUCATION INDICATED SINCE 1984 (-) CCAD EXPERTISE (+) PROJECT LISTED BUT IMPACT/RESULTS (WHY A SUCCESS) MISSING (-)*
2. Describe a significant project you have worked on which required coordination across a variety of different areas.
SHOT TEENING, FC PIT EA. + IMPACT TO CCAD MISSION? HOW? -

Looking here to see if the candidate even understands the concept of coordination across a lot of functional players, project of depth/breadth.

3. Describe a team effort where the team you were a member of was faced with adversity. Explain how the adversity was overcome and the results of the team effort.

The secret word here is team. Looking for how adversity was overcome as a group, not individual accomplishment. Looking for "seeking first to understand" and valuing others' experience and expertise (diversity).

SHOT TEEN QUALITY CHALLENGE & MIDDLE REPT. + MANUAL -> AUTOMATIC

HOW COORDINATED? - DEPTH/BREADTH? - VALUING OTHERS EXP? - TEAMWORK NOT MENTIONED -

4. What leadership skills do you possess and how are you developing them further?

Looking for knowledge of leadership, candid (not overconfident) self-evaluation, self-initiative/responsibility, pursuit of knowledge, willingness to grow (sharpen the saw).

MENTIONED LEADERSHIP TRAINING QUESTIONS MENTIONED ALSO LEADERSHIP

NO EVALUATION OF SELF/PLAN - NO LEADERSHIP SKILLS MENTIONED -

Thank you for your time

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Sandoval-Flores, Maggie CIV USA AMC

Subject: Interviews - IED Chief

Start: Thu 5/28/2009 7:00 AM
End: Thu 5/28/2009 1:30 PM

Recurrence: (none)

Meeting Status: Accepted

Required Attendees: Cook, Kresten Mr CIV USA AMC; Gonzalez, Marc A Mr CIV USA AMC; Salinas, Luis H Mr CIV USA AMC

Optional Attendees: Sandoval-Flores, Maggie CIV USA AMC

| | | | | | | <u>RESUME</u> | | <u>REC'D</u> | |
|---|---|---|---|---|------|---------------|----------------|----------------|----------------|
| Interviews for Industrial Engineering Division Chief are set up as follows: | | | | | | Summary | Summary to OLC | Summary to SMC | Summary to SMC |
| 1. 0700 - Steven Connor (phone interview - Japan) | 4 | 4 | 4 | 3 | (15) | 4 | 4 | 3 | 14 |
| 2. 0730 - Ron Brychta | 4 | 3 | 4 | 3 | 14 | 2 | 4 | 2 | 12 |
| 3. 0800 - Ken Norman | 3 | 2 | 2 | 2 | 9 | 1 | 3 | 2 | 10 |
| 4. 0830 - Mel Avila | 2 | 3 | 3 | 2 | 10 | 1 | 3 | 1 | 9 |
| 5. 0900 - 0930 Break for the interviewers | 4 | 3 | 3 | 3 | 13 | 3 | 4 | 2 | 13 |
| 6. 0930 - Gary Hogg | 4 | 3 | 3 | 2 | 12 | 1 | 3 | 2 | 10 |
| 7. 1000 - Ed Cooper | 4 | 3 | 2 | 2 | 11 | 1 | 4 | 3 | 12 |
| 8. 1030 - Murphy Junaid | 3 | 3 | 3 | 3 | 12 | 2 | 4 | 2 | 12 |
| 9. 1100 - 1200 Lunch break | | | | | | | | | |
| 10. 1200 - Jaimie Lee | | | | | | | | | |

I will provide copies of resumes to each of you so that you may review before Thursday.

Maggie
5/13/09 1430

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JUNAID v DEPT of ARMY
10/28/09 CCAD09JUL02824
EEQ Investigation Case # [signature]

Interviewee:

1. Describe a project you have led which had a major impact on the mission of the organization (CCAD)

CAME 7 years AGO

SHOT PEB EO COOPER

PC PIT - ECONOMIC ANALYSIS \$40M 10m APPROX

SHOT PEBING MACHINE

SHOT PEB EQUIPMENT / NOT WORKING - PRODUCE ROUSTED,

SHOT PE

2. Describe a significant project you have worked on which required coordination across a variety of different areas.

• SHOT PEB HAZ MATRANLI BROWN

• WORKED WITH QUALITY
SHOT SURVEILLANCE

• DISCUSS GOALS/OBJECTIVES - COME E UP WITH SET RUN

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3. Describe a team effort where the team you were a member of was faced with adversity. Explain how the adversity was overcome and the results of the team effort.

SHOT PER EFFORT,
JOB ADVANCE/ BLADE LIMIT - 8 ^{MANUAL} NOISE REANALYSIS
WENT TO AUTOMATIC.
8 NOISE WITH, + ROBOTIC - U

4. What leadership skills do you possess and how are you developing them further?

LEADERSHIP TRAINING COURSE.
WORKS WITH THOSE WHO NEED HELP.
DO NOT IMPOSE YOUR IDEAS.
LOOKING AT ALSO LEADERSHIP TRAINING. -
LO ALLEN -

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Interviewee: GARY N.

1. Describe a project you have led which had a major impact on the mission of the organization (CCAD)

MULTI PHASE CIP. REJECT RATE 50%
SUPPORT CIP E.A.'s NOW 0% REJECT.
CIP PROJECTS 5, 20

2. Describe a significant project you have worked on which required coordination across a variety of different areas.

BUILDING B REPLACEMENT
DREF. WORKS WITH COE/NOU FOR/IED/
DOE ALMOST ALL OF CIP COORDINATE PLANNING
TIMELINE SCHEDULE / EH SUPPORT.
SAFETY/ ENVIRONMENTAL
INTERNAL - TOM GREEN -

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3. Describe a team effort where the team you were a member of was faced with adversity. Explain how the adversity was overcome and the results of the team effort.

UH-60 LINE HOR 47 AUM ASSISTMENT, PULLED WORK,
PROMOTED CONTROL VS PRODUCTION CONFLICT.
WORKED TO IMPROVE PRODUCTION

DESIGN WAS IMPLEMENTED - NOT COMPLETE
RESISTANCE IN FORM OF B*H SUPPORT - STILL ~ WORK.

4. What leadership skills do you possess and how are you developing them further?

Organization

LED TEAM FOR 11 YEARS - 6-20 PERSONNEL

RECOGNIZING & APPLYING PEOPLE'S SKILLS
MINIMIZING CONFLICT

EVERYBODY LEARNING - FROM OTHERS -

READ BOOKS

STRONG TECHNICAL BACKGROUND

EVERY LEADERSHIP START AT TEX INSTRUMENTS

WORK AS FLEXIBILITY.

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Looking here for ownership and pride, good work ethic, a successful project of significance, recognition from others, the ability to think quickly, and an understanding of CCAD's missions.
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Looking here to see if the candidate even understands the concept of coordination across a lot of functional players, project of depth/breadth.

- 3. Describe a team effort where the team you were a member of was faced with adversity. Explain how the adversity was overcome and the results of the team effort.**
The secret word here is team. Looking for how adversity was overcome as a group, not individual accomplishment. Looking for "seeking first to understand" and valuing others' experience and expertise (diversity).

4. What leadership skills do you possess and how are you developing them further?

Looking for knowledge of leadership, candid (not overconfident) self-evaluation, self-initiative/responsibility, pursuit of knowledge, willingness to grow (sharpen the saw).

Thank you for your time

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Gonzalez

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**Production Machinery Mechanic Supervisor
WS-5350-11**

| NAMES | 1 | 2 | 3 | 4 | POINTS |
|--------------------|-------------------|----------------|-----------|----------------------|--------|
| QUESTIONS | MISSION IMPACT | CROSS COORD | ADVERSITY | LEADERSHIP SKILLS | TOTAL |
| STEVE CONNOR | 8 | 8 | 8 | 9 | 33 |
| RON BRYCHTA | 9 | 9 | 9 | 9 | 36 |
| KEN NORMAN | 8 | 7 | 7 | 7 | 29 |
| MEL AVILA | 7 | 7 | 7 | 7 | 28 |
| GARY HOGG | 9 | 8 | 8 | 9 | 34 |
| ED COOPER | 7 | 7 | 8 | 5 | 25 |
| MURPHY JUNAID | 7 | 7 | 7 | 6 | 27 |
| JAMIE LEE | 8 | 8 | 8 | 7 | 31 |
| MAX AWARD TOTAL | 10 | 10 | 10 | 10 | 40 |

| NAMES | 1 | 2 | 3 | 4 | POINTS |
|--------------------|-----------|----------------------|---|----------------------|--------|
| RESUME | EDUCATION | ENGINEERING EXPER | RECENT LEADERSHIP TRAINING EXPER | SUPERVISORY EXPER | TOTAL |
| STEVE CONNOR | 8 | 8 | 8 | 8 | 32 |
| RON BRYCHTA | 9 | 10 | 8 | 8 | 35 |
| KEN NORMAN | 10 | 9 | 7 | 8 | 34 |
| MEL AVILA | 7 | 9 | 7 | 7 | 30 |
| GARY HOGG | 10 | 10 | 9 | 9 | 38 |
| ED COOPER | 7 | 9 | 7 | 7 | 30 |
| MURPHY JUNAID | 9 | 9 | 7 | 7 | 32 |
| JAMIE LEE | 10 | 10 | 8 | 7 | 35 |
| MAX AWARD TOTAL | 10 | 10 | 10 | 10 | 40 |

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REC'D JUNAID DEPT OF ARMY
JUNAID DEPT OF ARMY

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1029 -

Interviewee: *Muhammad JUNAID*

1. Describe a project you have led which had a major impact on the mission of the organization (CCAD)

*7 yrs ago - Cooper was working for CCAD - he preferred EA for CCAD
EA - Got shot from CCAD
ENCLOSURE NOT AREA FOR CCAD
Disabled production?
Shot from still waiting for answer results*

2. Describe a significant project you have worked on which required coordination across a variety of different areas.

*Shot from - worked w/ mat. engineer, Quality Eng. & Shot Supervisor,
everyone had an input. To come up w/ best idea.*

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3. Describe a team effort where the team you were a member of was faced with adversity. Explain how the adversity was overcome and the results of the team effort.

Shot peer. QC superv. & Mat Eng. Superv. suggested 8 Normal machine -- went to PA. conference call w/ Progressive to get Robotics. Every shot peer machine has 8 Normal.
No description of Addressing??

4. What leadership skills do you possess and how are you developing them further?

- Since he was in school he took leadership classes.
has worked w/ people who can't supervise. Should not do that.
supervisor should not tell the people what to do should ask employees for help.
AKD Leadership training - I looks for classes by f.

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Interviewee: GARY HOGG

1. Describe a project you have led which had a major impact on the mission of the organization (CCAD)

CIP. Multi-phase going back \$4.5M.
Started @ \$4.5M
EAs 50% pass
Now @ approx \$20M
EAs No regrets
still some flaws but can work them
he knows his limits.

2. Describe a significant project you have worked on which required coordination across a variety of different areas.

BLDG & replacement DCRF - extensively reviewed w/ customer, Corps
Done most of CIP for DCRF - ?? not T/Cs.
Constantly providing support to CCAD..
Safety, env, prod. shops, internal coord. too.

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3. Describe a team effort where the team you were a member of was faced with adversity. Explain how the adversity was overcome and the results of the team effort.

has not encountered lots of resist.

UH-60 line Assessment. Avion project for better support on Assy line.
PC's ^{in Production} resistance & developed common between the two stages.

still have issues w/ PCs.

Funding is also resistance from Front office.

Now still now.

4. What leadership skills do you possess and how are you developing them further?

- Very organized
 - led a team his whole career.
 - now about 10 people
 - recognizes peoples skills
 - minimizes conflict
 - improves every day
reading & experience
- very strong tech background
 - aerospace
 - w/ supervisory tasks
 - understands/knows his weakness

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Salinas

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Chief, Industrial Engineering Division Interviews
28 May 2009

Subject: Candidate Ranking/Scores

Discussion:

Mr. Cook,

After review all of the material presented, I find the order of ranking to be as follows:

| <u>Candidate</u> | <u>Score (Based on a 5 point system)</u> |
|-----------------------------|--|
| 1) Ms. Eunjin (Jaime) Lee - | 3.2 |
| 2) Ron Brychta - | 3.2 |
| 3) Gary Hogg - | 3.0 |
| 4) Steven Connor | 3.0 |

Rationale: I rated each candidate's response to our questions on a scale of 1 to 5 with five being the highest score. I then added the four scores and divided by five to obtain an average score. Ron Brychta and Jaime had the highest scores on my score card. So either one of them would be my first preference. I listed Jaime first because her background is Industrial Engineering and she has a strong command of the tools used by an Industrial Engineering. She was a breath of fresh air and she emulates what I believe Industrial Engineering should be doing. I think she could steer/grow the organization in the right direction. Gary came in a close second and he has a similar background as Jaime. Steven Connor was in the hunt until I contacted Pat C. He advised that we stay away from this candidate. He creates trouble and getting him to finish anything is a chore. Your call on him. Hope this is what you were looking for. I'll give you the resumes and notes in the morning. Luis

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GARY HOGG

$$\frac{15}{8} = \frac{30}{4} = 3.75$$

Interviewee:

(4)

1. Describe a project you have led which had a major impact on the mission of the organization (CCAD)

ownership & Pride - 3

Good w/ K ethic - 3

Significant Project - 4

Recognition from others - 3

ability to Think Quickly - 3

Understanding CCAD's Mission - 3

CIP planning spt. Could ave 5-6M w/ 50% rejection rate. Now 20M w/ 0% rejection rate. See flaws but they're correctable

(4)

2. Describe a significant project you have worked on which required coordination across a variety of different areas.

Understand Concept of Coordination? - 4

Project Depth/Breadth - 4

Dynamic components project involving COE. Will involve major moves in Test Cells + Pdn spt. Dealing w/ safety, Env, Pdn shop. Key decision making req'd.

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- ③ 3. Describe a team effort where the team you were a member of was faced with adversity. Explain how the adversity was overcome and the results of the team effort.

Team Work - 4

Overcoming Adversity as a group - 3

Seeking 1st to Understand - 3

Valuing others - 3

Haven't encountered too much resistance. Developed an AVIM project where PC wanted to take on certain responsibilities presenting resistance.

- ④ 4. What leadership skills do you possess and how are you developing them further?

Knowledge of leadership - 3

Self Evaluation / Self Initiative - 4

Pursuit of Knowledge - 1

Sharpen the Saw - 1

Very organized. Been @ CCAD 11 yrs. Recognize people's skills. Strong @ knowing people's strengths. My growth comes from daily experiences.

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Gary L Hogg Jr
15357 Sabre Dr.
Corpus Christi, TX 78418
USA

ail; gary.hogg@att.net
Home; 1 - (361) - 9491568
Work; 1 - (361) - 5480989
DSN; (361) - 8616737

Work Experience

Knowledge Based Systems (01/17/2000 - Present) - Senior Systems Analyst and Project Manager
College Station, Texas United States
Supervisor; Richard J. Mayer - 979-260-5274; Contact; No
Salary; \$116,004.00 per year
Hours per week; 40

Duties; In my current position I work as a Senior Systems Analyst and Project Manager with direct engineering consulting and contract support to the Industrial Engineering Division, Directorate of Engineering Services, Corpus Christi Army Depot (CCAD). In my position of Project Manager I have nine (9) years of direct supervisory experience, and supervise a team of engineers, technicians, and technical experts from many differing fields in completion of task order contracts. I have supervised in excess of 20 direct personnel at times during my tenure with KBSI, and have managed in excess of six (6) concurrent task orders at given times. In my role as a senior analyst I have participated, conducted, and directed tasks that have included management of current and long range planning activities for support of aviation maintenance, repair, and overhaul (MRO) activities, including development of detailed preproduction models for the efficient and economical manufacture, assembly and testing operations supporting existing and planned work loads. I have completed tasks that require the development of specific plans, coordination activities, and accomplished industrial engineering studies with computer aided design systems relating to methods of operation, safety, production problems, facilities requirements, and equipment requirements, both at an equipment and system / facility level, as well as for both evaluation of new systems or product-improved systems for both components and aircraft. I have supported several military Construction Army (MCA) efforts through development of initial facilities designs, development of specific system structures, and acted as a reviewer for A&E processes from initial design through 100% plans, including review and editing of facilities engineering and military construction plans. I have supported the development and recommendations for the CCAD modernization plan, most specifically related to machine, process, and component production shops. I have complete several cost-benefit analyses used in bid preparation for new workloads to justify establishment of new product support, and to assure competitiveness with private sector contract sources and other DoD agencies. I have 10 years of experience with CCAD and its operations that will allow me to coordinate and complete command review. Specific tasks that I have completed in this position have included analysis of capacity and capability to meet workload requirements in determination acceptance of additional workload bids by CCAD as well as current workload requirements; equipment and process assessments for workload requirements; completed development, oversight, monitoring, and directing implementation of modernization planning for process capabilities that have included facilities layout, plant design and location, and specific selection of industrial processes for process and production equipment. Through my training and experiences as an Industrial Engineer I have worked in major roles for design, cost estimation, process and equipment specification, and coordination of building, system installation, and occupancy for military construction projects. In support of production operations and construction projects I have developed and utilized significant preproduction and production mathematical models using standard engineering analytical methods as well as discrete event simulation modeling. One of my significant duties under contract to CCAD, is to develop and support advanced planning and forecasting of Capital Improvement / Investment Projects (CIP) as well as equipment procurement through development of economic analyses, equipment and system specifications for detailing procurement packages. This aspect of my work entails detailed planning, design, analysis, understanding of materials, process improvement activities, installation coordination, and direct improvements to integrated systems and equipment.

In addition to a strong understanding of the dynamics of a MRO facility and its activities, I have a broad range of industrial engineering skills I have applied in my work with KBSI, as well as prior positions. I have a strong grasp of theory and application of many scientific and mathematical methods, which include; engineering analysis, studies, and findings related to manufacturing personnel, materials, equipment, facilities, processes, organizations, as well as human interactions which such systems. I have completed manpower, equipment, and system capacity and capabilities analysis; development of logistical strategies and material control and management practices. I

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also routinely use operation research and management science practices that include ; discrete-event simulation, continuous process simulation, linear programming, dynamic programming, integer programming, interior point methods, static and dynamic loading, statistical analysis and sampling, statistical process control, quality assessment, quality control and quality assurance strategies, military specification (MilSpec) quality sampling plans. I also frequently utilize capability to complete process and facilities level design work, such as factory and facilities layout and design, Computer Aided Design (CAD), process relational assessments, layout assessment, and facilities simulation. I have a strong background in manufacturing systems designs and techniques such as group technology, line balancing, just-in-time, TPS, pull strategies, Kanban structures and strategies, constant WIP (Con-WIP) structures, factory physics, Theory of Constraints, buffer sizing and management strategies.

I have ten (10) years of experience with DoD depot MRO activities throughout several US Army and Air Force facilities that gives me a strong background to conduct the job requirements for supervision of industrial engineering support of CCAD operations as well as to serve as a consultant to CCAD higher level management and to assist with the current and future task of modernization of CCAD depot operations.

Texas A&M University (01/15/1990 - 12/30/1998) - Graduate Teaching Assistant
College Station, Texas United States
Supervisor; Don T Phillips - 979-845-5476 ; Contact; No
Salary; \$1,600.00 per month
Hours per week; 20

Duties; Lecturer with full class responsibilities for Simulation and OR courses including; Simulation, Production Management, Operations Research, Engineering Economics, and Stochastic Processes

Texas A&M University (09/01/1994 - 12/30/1996) - Graduate Research Assistant
College Station, Texas United States
Supervisor; Don T Phillips - 979-845-5476; Contact; No
Salary; \$1,600.00 per month
Hours per week; 20

Duties; Conducted and directed research activities in pursuit of a PhD and in support of my advisors research activities in areas such as queuing analysis and cost modeling of semiconductor wafer fabrication processes for Sematech Corp. in Austin, Texas. Conducting the research activities for this position required the development and use of sophisticated production and cost models using static analysis and discrete-event simulation; document of research results; preparing formal finding presentations and project status reviews to corporate managers and academic peers; and publication of research work in trade technical journals and presentation at professional conferences.

Gary Hogg Jr. Consulting Services (08/01/1990 - 05/25/1992) - Independent Consultant
Varied, Texas United States
Supervisor; Gary Hogg Jr. - 361-548-0989; Contact; Yes
Salary; \$25.00 per hour
Hours per week; 16

Duties; I worked as an independent consultant supporting work for various Texas professional engineers. Several of the clients I completed engineering task for include;

Chrysler Aerospace Technologies (Waco, Tx 1993-94), developed simulation and analytical models for determination of manpower requirements, as well as delivery schedules for a military aircraft (P-3 Orion) refurbishment program.

Research Equipment Co. (Bryan, Tx 1992), assisted in the development of optimization models for metal fabrication processes for lab and storage equipment.

Speed Shore Inc. (Houston, Tx 1991), performed flow analysis and design of a production facility for consideration of both expansion of an existing facility and possible construction of a new production facility.

Tracor, Inc. (Austin, Tx 1990), developed a large-scale simulation model of the Tracor production facility for military aircraft defensive chaff and flare systems.

Lodestone Consulting (08/20/1985 - 12/10/1986) - Engineering Technician
College Station, Texas United States
Supervisor; Michael Handworker - Deceased; Contact; No
Salary; \$10.00 per hour

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Hours per week; 10

Duties; I completed work in IDEF modeling of Army depot MRO operations for heavy truck and jeep refurbishment. Other tasks I was assigned included building small scale linear program models and discrete-event simulations for various small local area manufacturer d their processes.

Texas Instruments (01/05/1987 - 12/21/1988) - Engineering Intern (Texas A&M Co-op position)

McKinney, Texas United States

Supervisor; Don Boliver - Unknown; Contact; Yes

Salary; \$14.00 per hour

Hours per week; 40

Duties; Provided engineering support through facilities design and shop layout tasks with Computer-Aided Design (CAD) and capacity and facility assessment; method development and production of assembly instruction (AI) documents; developed kitting structures to support electronic system manufacturing; supervised and oversaw the daily deployment of a team of three technicians that collected methods data and practices for advanced aircraft electronics systems production.

Education

College/University

Texas A&M University (08/15/1984- 01/15/1990)

College Station, Texas

United States

Degree; BS IE - Major; Industrial Engineering

GPA; 3.30 Semester Hours; 132

College/University

Texas A&M University (08/15/1989- 01/15/1992)

College Station, Texas

United States

Degree; MS IE - Major; Industrial Engineering

GPA; 3.52 Semester Hours; 63

Description; Major Course Work included the following;

en-206 Computer Applications 3 Hours
en-303 Engineering Economic Analysis 3
Inen-304 Work Methods & Measurement 3
Inen-314 Statistical Control of Quality 3
Inen-315 Production Control Systems 3
Inen-412 Labor & Industry 3
Inen-416 Facility Location & Material Handling 3
Inen-420 Intro to Operations Research 3
Inen-421 Operations Research II 3
Inen-422 Systems Simulation 3
Inen-430 Human Factors & Ergonomics 3
Inen-454 Manufacturing Systems Planning Control 3
Inen-602 Assurance Sciences 3
Inen-618 Stochastic Processes 3
Inen-622 Applied Linear Programming 3
Inen-623 Non-Linear & Dynamic Programming 3
Inen-624 Applied Distribution & Queuing Theory 3
Inen-625 Simulation Methods & Applications 3
Inen-629 Engineering Optimization 3
Inen-653 Robotic Applications in Batch Manufacturing 3
Inen-661 Network Based Planning & Scheduling 3
Inen-664 Principles of Scheduling 3
Inen-689 Markov Decision Processes 3
Inen-689 Queuing Networks 3
Inen-689 Systems Simulation 3
Cven-205 Engineering Mechanics of Materials 3
Elen-306 Electrical Circuits & Instruments 4
Engd-106 Engineering Design Graphics 2
Engl-301 Technical Writing 3
Entc-200 Intro to Manufacturing Processes 3
Math-253 Engineering Math III 4
Math-409 Advanced Calculus I 3
h-410 Advanced Calculus II 3
math-411 Math Probability 3
Meen-211 Statics & Dynamics 4
Meen-327 Thermodynamics 3
Meen-341 Engineering Materials 3
Phys-207 General Physics for Engineers 3

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Stat-221 Engineering Statistics 4
Stat-610 Theory of Statistics I 3
Syen-601 Systems Engineering 3

Additional Information

Additional Education

Coursework toward PhD in Industrial Engineering (01/15/1992)
27 Hours Coursework completed toward requirements for PhD in Industrial Engineering.

Additional Education

Research work for PhD in Industrial Engineering (01/15/1992)
89 Hours Research - completed all course work and all requirements for PhD except
dissertation and dissertation defense

Certification

Texas Engineer in Training #ET-20354 (01/01/1995)
Completed the Fundamentals of Engineering Exam with a score in excess of 90%

Award

Westinghouse Association Fellowship (09/01/1989)
Award to only two students across the US in 1989

Award

Gilbreth Memorial Fellowship (09/01/1990)
Academic Fellowship awarded through the Institute of Industrial Engineers

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EEO Investigation Case File

JUNAID MURPHY

$\frac{9}{8} = \frac{1.8}{4}$
 $\frac{2.25}{4}$

Interviewee:

- ③ 1. Describe a project you have led which had a major impact on the mission of the organization (CCAD)

ownership & Pride - 3

Good Work Ethic - 0

Significant Project - 3

Recognition from others - 0

ability to Think Quickly - 3

Understanding CCAD's Mission - 0

Seven years ago I suggested Ed Cooper w/ Shot Peen machine acquisition for NPT Shop area. Total cost = \$5M, all of which doubled/tripled production.

- ① 2. Describe a significant project you have worked on which required coordination across a variety of different areas.

Understand concept of coordination?

Project Depth/Breadth.

Worked the Shot Peen project w/ customers. Held coord mts to develop ideas for the functionality and use involving Engrs and users.

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(2)

3. Describe a team effort where the team you were a member of was faced with adversity. Explain how the adversity was overcome and the results of the team effort.

Team Work - 2

Overcoming Adversity as a group - 3

Seeking 1st to Understand - 3

Valuing others - 2

In Shot Peen area, Mr Aguilar & Ms Lambert wanted an 8 nozzle machine. We have to tailor our equipment compatible w/our partners. A recommendation to combine the 8 nozzle machine w/robotic technology.

(3)

4. What leadership skills do you possess and how are you developing them further?

Knowledge of leadership - 3

Self Evaluation / Self Initiative - 3

Pursuit of Knowledge - 3

Sharpen the Saw - 2

I took Leadership courses in school. I help people who need help. I bring suggested ideas to a group and ask for input. I also go to AKO website & look for training that involves leadership.

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Referral List Candidate Selection

Date: 6/30/2009 Manager: KRESTEN.COOK (Kresten.cook@us.army.mil)

SUPV INDUSTRIAL ENGINEER, YF - 0896 - 2

Ref. List #: WTAA09241338DR

Reason:

Interview/supervisory experience/qualifications to perform job duties

Note:

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Date: 6/30/2009
Manager: KRESTEN, COOK (Kresten.cook@us.army.mil)
Ref List #: WTAA09241338DR

Manager Selection Results

| | |
|---------------------------|--------------|
| Brychia, Ron (7912387) | Not Selected |
| Norman, Kenneth (2923670) | Not Selected |
| Lee, Eunjin (2174042) | Not Selected |
| Hogg Jr, Gary (8289746) | Selectee |